



THE CAMEROONIAN CANADIAN CULTURAL CENTRE OF EDMONTON

THE 4CE

This document consists of four parts:

1. **Detailed project plan** structured into five key phases to ensure clarity, effective resource management, and strategic execution. Each phase includes objectives, key activities, responsible parties, and timelines.
2. **Detailed budget** organized by phases, with estimated costs for each major component. This budget covers all key aspects of land acquisition, design, construction, programming, and operational sustainability, with estimates based on similar community center projects and industry standards.
3. **Financial projections** over five years.
4. **Technical approach** provides a detailed explanation of the project plan, including budget variability, from the architect's perspective.

Link to access the website from the organization championing the initiative (CAE-ACE): [THE 4CE PROJECT | CAE-ACE](#) (then click "JOIN") or for direct landing on the 4CE's website (in construction), please click here: [Support the 4ce Project: Fundraising Page | THE 4CE](#).

By:

- *Rudy Kemtsa, CAE-ACE Project Lead*
- *Jean Leo Ndeugueu, Engineering*
- *Gaelle Choukeu, Public Relations*
- *Mardoche Kapseu, Finances*

In collaboration with :

- *Mike Johnson, Solis Architecture*



PART 1: DETAILED PROJECT PLAN

Phase 1: Planning and Pre-Design (Months 1-6)

Objective: Establish foundational planning, secure funding sources, and begin community engagement.

1. **Project Initiation & Stakeholder Engagement**
 - Form a core project team (architects, community leaders, legal and financial advisors).
 - Conduct initial consultations with community stakeholders, local Black leaders, and Edmonton authorities to align on goals and requirements.
 - Host an official project launch event to introduce the project vision and initiate the fundraising campaign.
 2. **Funding and Grant Applications**
 - Apply for the Community Spaces Grant Stream and other available grants.
 - Begin the two-year fundraising campaign to cover land acquisition and preliminary expenses.
 3. **Pre-Design Planning**
 - Develop a preliminary Owner Project Requirements (OPR) document and Basis of Design (BOD) report.
 - Identify land options and initiate purchase discussions.
 - **Responsible Parties:** CAE-ACE project team, architects, financial advisors.
 - **Timeline:** 6 months.
-

Phase 2: Land Acquisition and Feasibility Studies (Months 7-12)

Objective: Secure land and confirm the feasibility of construction.

1. **Land Acquisition**
 - Finalize land purchase (target cost: \$700,000), including legal fees, taxes, and other associated closing costs.
2. **Feasibility and Environmental Studies**
 - Conduct environmental and zoning assessments to ensure compliance with city regulations.
 - Complete site analysis, including property survey and soil testing.
3. **Architectural and Engineering Feasibility Study**
 - Commission an architectural and engineering team to develop site-specific feasibility assessments.
 - Confirm design requirements and budget estimates based on feasibility findings.
4. **Community Consultation and Design Feedback**

COURT ORDERED SALE

NAICommercial

PRIME STORAGE DEVELOPMENT LAND (1.33 AC±)



22944 - 110 AVENUE | EDMONTON, AB | RARE STORAGE/DEVELOPMENT LAND

PROPERTY HIGHLIGHTS



Rare Development Opportunity: 1.33 Acre± development parcel in Winterburn



Strategic Location: Easily accessible to Anthony Henday Drive and Yellowhead Trail with south exposure to 110 Avenue



Zoning: IM - Medium Industrial Zone accommodates a variety of industrial uses

VINCE CAPUTO MBA, SIOR
Partner
780 436 7624
vcaputo@naiedmonton.com

The information herein is not warranted by the Lender nor should any Purchaser rely solely on this information. Instead, each Purchaser is responsible to conduct its own prudent due diligence as this Court Ordered Sale is offered on an "As is and Where is" basis.



NAI COMMERCIAL REAL ESTATE INC.
4601 99 STREET NW, EDMONTON AB, T6E 4Y1



780 436 7410



NAIEDMONTON.COM

COURT ORDERED SALE

PRIME STORAGE DEVELOPMENT LAND (1.33 AC±)

NAICommercial

22944 - 110 AVENUE | EDMONTON, AB



Easy Access to
Anthony Henday Drive
and Yellowhead Trail



7 Minutes to
Acheson

15 Minutes to
Spruce Grove



1.33 acre± Lot
in Winterburn



Flexible Zoning



Edmonton's
Most Desirable
Industrial Node



PROPERTY INFORMATION

SITE SIZE 1.33 acres±

LEGAL DESCRIPTION Plan 8021483 Blk 3 Lot 12

ZONING IM (Medium Industrial)

NEIGHBOURHOOD Winterburn Industrial Area East

PROPERTY TAXES (2024) \$17,968.43

SALE PRICE \$700,000

VINCE CAPUTO MBA, SIOR

Partner

780 436 7624

vcaputo@naiedmonton.com



NAI COMMERCIAL REAL ESTATE INC.
4601 99 STREET NW, EDMONTON AB, T6E 4Y1



780 436 7410



NAIEDMONTON.COM

7343 VC24

THE INFORMATION CONTAINED HEREIN IS BELIEVED TO BE CORRECT, BUT IS NOT WARRANTED TO BE SO AND DOES NOT FORM A PART OF ANY FUTURE CONTRACT. THIS OFFERING IS SUBJECT TO CHANGE OR WITHDRAWAL WITHOUT NOTICE.



DETAILED PROJECT PLAN & BUDGET: THE 4CE

- Present initial designs and site plans to the community for feedback.
 - Host focus groups and surveys to refine the center's programs based on community input.
 - **Responsible Parties:** CAE-ACE project team, architects, engineers, legal team.
 - **Timeline:** 6 months.
-

Phase 3: Design Development and Permitting (Months 13-20)

Objective: Finalize the design and obtain necessary permits.

- 1. Detailed Architectural Design**
 - Develop full architectural plans, including floor plans, exterior designs, and internal spaces.
 - Ensure culturally relevant design elements are incorporated, reflecting the Cameroonian and Black Canadian heritage.
 - 2. Budget Finalization and Contractor Selection**
 - Finalize the budget based on detailed design and initiate a competitive bidding process to select a contractor.
 - Review construction bids and select qualified contractors based on budget, experience, and alignment with project values.
 - 3. City Permits and Approvals**
 - Submit final designs for city review and secure construction permits.
 - Address any regulatory adjustments as required by city authorities.
 - 4. Pre-Construction Preparation**
 - Finalize project timelines with contractors, architects, and engineers.
 - Secure insurance and liability coverage for the construction phase.
 - **Responsible Parties:** CAE-ACE project team, architects, legal team, contractors.
 - **Timeline:** 8 months.
-

Phase 4: Construction and Development (Months 21-36)

Objective: Build the 4CE facility, ensuring quality control and alignment with community needs.

- 1. Groundbreaking Ceremony**
 - Host a groundbreaking event to engage the community and mark the beginning of construction.
- 2. Construction**
 - Begin site preparation, including excavation, foundation laying, and structural development.



DETAILED PROJECT PLAN & BUDGET: THE 4CE

- Monitor construction progress regularly, ensuring timelines, budgets, and safety standards are adhered to.
 - 3. **Quality Assurance and Inspections**
 - Conduct regular site visits and quality checks to ensure construction standards are met.
 - Schedule inspections at each major phase (foundation, structure, utilities) for compliance with city requirements.
 - 4. **Community Updates and Engagement**
 - Provide regular updates to the community on construction progress via newsletters, social media, and open-site tours.
 - **Responsible Parties:** Contractors, CAE-ACE project team, architects, inspectors.
 - **Timeline:** 16 months.
-

Phase 5: Operational Readiness and Launch (Months 37-42)

Objective: Prepare the 4CE center for public use and ensure operational sustainability.

1. **Interior Set-Up and Furnishing**
 - Install interior furnishings, equipment, and decorations.
 - Set up program-specific spaces (e.g., language classrooms, event halls, sports areas).
 2. **Staffing and Training**
 - Recruit and train staff for operations, programming, and facility maintenance.
 - Conduct operational readiness training, focusing on customer service, safety, and cultural sensitivity.
 3. **Marketing and Program Launch**
 - Develop a marketing campaign to promote the opening and introduce the programs available at the center.
 - Host pre-opening events for donors, community leaders, and local officials.
 4. **Grand Opening Ceremony**
 - Plan and host a grand opening event with community members, local leaders, and dignitaries.
 5. **Ongoing Evaluation and Feedback Loop**
 - Implement a feedback mechanism for visitors to assess program satisfaction and areas for improvement.
 - Schedule periodic evaluations to measure the center's impact and effectiveness.
 - **Responsible Parties:** CAE-ACE project team, community leaders, staff.
 - **Timeline:** 6 months.
-



DETAILED PROJECT PLAN & BUDGET: THE 4CE

Post-Launch: Long-Term Management and Sustainability

1. **Annual Evaluation and Reporting**
 - Conduct annual evaluations to assess financial performance, program effectiveness, and community impact.
 - Prepare an annual report to share progress with stakeholders, funders, and the community.
2. **Continued Community Engagement**
 - Host annual community meetings to gather feedback, identify new needs, and update programs.
 - Adapt programming and activities based on ongoing feedback.
3. **Financial Sustainability Plan**
 - Regularly review financial sustainability plans, ensuring income sources cover operational costs.
 - Reassess membership, rental fees, and partnerships to support future growth.
4. **Governance and Oversight**
 - Maintain an advisory board comprised of community members and leaders to oversee operations and strategic direction.

PART 2: DETAILED BUDGET

1. Land Acquisition and Pre-Development Costs

- **Land Purchase:** \$700,000
- **Closing Costs (4.28%):** \$30,000
 - Legal fees, land transfer tax, property survey, land appraisal, tax adjustments
- **Environmental and Zoning Assessments:** \$15,000
- **Site Analysis and Soil Testing:** \$10,000
- **Project Management (Planning Phase):** \$25,000
 - Initial project planning, team formation, community engagement

Subtotal: \$780,000

2. Architectural and Engineering Design

- **Architectural Fees (10% of Construction Cost):** \$400,000
- **Engineering and Structural Analysis:** \$100,000
- **Design Consultation and Community Engagement:** \$15,000
 - Focus groups, surveys, design reviews with community stakeholders



DETAILED PROJECT PLAN & BUDGET: THE 4CE

- **Permit and Application Fees:** \$10,000

Subtotal: \$525,000

3. Construction and Development

- **Site Preparation:** \$150,000
 - Excavation, grading, and land preparation
- **Building Construction:** \$4,000,000
 - Foundation, structure, roofing, and insulation
- **Interior Finishing:** \$500,000
 - Flooring, walls, lighting, HVAC, plumbing
- **Electrical and Plumbing Installations:** \$250,000
- **Landscaping and Outdoor Spaces:** \$100,000
- **Furniture, Fixtures, and Equipment (FF&E):** \$300,000
 - Classroom furniture, office equipment, kitchen supplies, event furniture
- **Project Management (Construction Phase):** \$150,000
 - Contractor oversight, quality control, progress reporting
- **Contingency Fund (10% of Construction Cost):** \$500,000
 - Buffer for unexpected expenses

Subtotal: \$5,950,000

4. Initial Program Development and Community Engagement

- **Program Development:** \$50,000
 - Creation of community programs for arts, language, sports, education, and cultural events
- **Marketing and Outreach:** \$30,000
 - Campaigns, community events, and digital/print materials for awareness
- **Staff Recruitment and Training:** \$25,000
 - Hiring and onboarding program facilitators, administration, and maintenance staff
- **Technology Setup:** \$40,000
 - Computers, Wi-Fi, and other tech infrastructure for program and operational needs

Subtotal: \$145,000

5. Operational and Maintenance Fund (Year 1)



DETAILED PROJECT PLAN & BUDGET: THE 4CE

- **Salaries and Wages:** \$200,000
 - Staffing for management, programming, and maintenance
- **Maintenance and Repairs:** \$40,000
 - Routine upkeep, equipment replacement, and unexpected repairs
- **Utilities (Electricity, Water, Heating):** \$35,000
- **Insurance and Liability:** \$20,000
- **Supplies and Consumables:** \$15,000
 - Cleaning supplies, office supplies, general upkeep materials
- **Program and Event Costs:** \$30,000
 - Materials, guest speakers, workshops, special events

Subtotal: \$340,000

6. Long-Term Sustainability Fund

- **Reserve Fund:** \$200,000
 - Set aside for future maintenance, upgrades, and unforeseen expenses
- **Fundraising and Partnerships Development:** \$50,000
 - To sustain ongoing fundraising efforts, develop partnerships, and secure grants for continuous funding
- **Community Feedback and Evaluation Mechanisms:** \$10,000
 - Annual surveys, focus groups, and impact assessment tools

Subtotal: \$260,000

Total Project Budget

Grand Total: \$8,000,000

Funding Sources

- **Community Spaces Grant Stream (Requested):** \$200,000
- **Fundraising Campaign1 (2-year):** \$1,600,000
- **Fundraising Campaign2 (2-year):** \$1,800,000
- **Grant Applications and Government Funding:** \$3,000,000
- **Corporate Sponsorships and Donations:** \$1,200,000
- **4CE cash-flow and reserves, year1:** \$200,000

PART 3: FINANCIAL PROJECTIONS

5 -YEARS FINANCIAL PROJECTIONS OF THE 4CE

Year	Membership							Total			
	Rentals	Fees	Grants	AGLC	Sponsorships	Donations	Revenue				
YEAR 1	\$ 300 000	\$ 57 500	\$ 60 000	\$ 57 500	\$ 28 500	\$ 28 500	\$ 532 000				
YEAR 2	\$ 300 000	\$ 57 500	\$ -	\$ 66 000	\$ 57 500	\$ 28 500	\$ 509 500				
YEAR 3	\$ 300 000	\$ 57 500	\$ -	\$ -	\$ 57 500	\$ 28 500	\$ 443 500				
YEAR 4	\$ 300 000	\$ 57 500	\$ -	\$ -	\$ 57 500	\$ 28 500	\$ 443 500				
YEAR 5	\$ 310 000	\$ 58 500	\$ 48 000	\$ 79 200	\$ 57 500	\$ 28 500	\$ 581 700				
TOTAL	1510000	\$ 288 500	108000	\$ 202 700	258500	142500	\$ 2 510 200				
Year	Program								Total	Net Cash	
	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Costs	Expenses	Flow	
YEAR 1	\$ 150 000	\$ 47 880	\$ 18 000	\$ 12 000	\$ 30 600	\$ 6 000	\$ 19 500	\$ 19 500	\$ 303 480	\$ 228 520	
YEAR 2	\$ 180 000	\$ 54 000	\$ 18 360	\$ 15 000	\$ 33 000	\$ 7 800	\$ 22 500	\$ 22 500	\$ 353 160	\$ 156 340	
YEAR 3	\$ 210 000	\$ 54 000	\$ 18 360	\$ 18 000	\$ 35 400	\$ 8 400	\$ 23 700	\$ 23 700	\$ 391 560	\$ 51 940	
YEAR 4	\$ 246 000	\$ 54 000	\$ 18 720	\$ 18 000	\$ 35 400	\$ 8 400	\$ 23 700	\$ 23 700	\$ 427 920	\$ 15 580	
YEAR 5	\$ 249 600	\$ 54 000	\$ 18 720	\$ 20 400	\$ 35 400	\$ 9 000	\$ 23 700	\$ 23 700	\$ 434 520	\$ 147 180	
TOTAL	\$ 1 035 600	\$ 263 880	\$ 92 160	\$ 83 400	\$ 169 800	\$ 39 600	\$ 113 100	\$ 113 100	\$ 1 910 640	\$ 599 560	

FINANCIAL PROJECTIONS OF THE 4CE - YEAR 1

Month	Membership					Total
	Rentals	Fees	Grants	Sponsorships	Donations	Revenue
January	\$ 10 000	\$ 2 000	\$ 5 000	\$ 2 000	\$ 1 000	\$ 20 000
February	\$ 12 000	\$ 2 500	\$ 5 000	\$ 2 500	\$ 1 250	\$ 23 250
March	\$ 15 000	\$ 3 000	\$ 5 000	\$ 3 000	\$ 1 500	\$ 27 500
April	\$ 18 000	\$ 3 500	\$ 5 000	\$ 3 500	\$ 1 750	\$ 31 750
May	\$ 24 000	\$ 4 000	\$ 5 000	\$ 4 000	\$ 2 000	\$ 39 000
June	\$ 26 000	\$ 4 500	\$ 5 000	\$ 4 500	\$ 2 250	\$ 42 250
July	\$ 28 000	\$ 5 000	\$ 5 000	\$ 5 000	\$ 2 500	\$ 45 500
August	\$ 30 000	\$ 5 500	\$ 5 000	\$ 5 500	\$ 2 750	\$ 48 750
September	\$ 30 000	\$ 6 000	\$ 5 000	\$ 6 000	\$ 3 000	\$ 50 000
October	\$ 32 000	\$ 6 500	\$ 5 000	\$ 6 500	\$ 3 250	\$ 53 250
November	\$ 35 000	\$ 7 000	\$ 5 000	\$ 7 000	\$ 3 500	\$ 57 500
December	\$ 40 000	\$ 8 000	\$ 5 000	\$ 8 000	\$ 3 750	\$ 64 750
TOTAL	300000	\$ 57 500	60000	57500	28500	\$ 503 500

Month	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Program Costs	Total Expenses	Net Cash Flow
January	\$ 11 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 000	\$ 500	\$ 1 250	\$ 1 250	\$ 23 240	\$ (3 240)
February	\$ 11 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 100	\$ 500	\$ 1 250	\$ 1 250	\$ 23 340	\$ (90)
March	\$ 11 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 200	\$ 500	\$ 1 250	\$ 1 250	\$ 23 440	\$ 4 060
April	\$ 12 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 300	\$ 500	\$ 1 500	\$ 1 500	\$ 24 540	\$ 7 210
May	\$ 12 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 400	\$ 500	\$ 1 500	\$ 1 500	\$ 24 640	\$ 14 360
June	\$ 12 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 500	\$ 500	\$ 1 500	\$ 1 500	\$ 24 740	\$ 17 510
July	\$ 12 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 600	\$ 500	\$ 1 750	\$ 1 750	\$ 25 840	\$ 19 660
August	\$ 12 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 700	\$ 500	\$ 1 750	\$ 1 750	\$ 25 940	\$ 22 810
September	\$ 12 750	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 800	\$ 500	\$ 1 750	\$ 1 750	\$ 26 040	\$ 23 960
October	\$ 13 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 2 900	\$ 500	\$ 2 000	\$ 2 000	\$ 27 140	\$ 26 110
November	\$ 13 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 3 000	\$ 500	\$ 2 000	\$ 2 000	\$ 27 240	\$ 30 260
December	\$ 13 250	\$ 3 990	\$ 1 500	\$ 1 000	\$ 3 100	\$ 500	\$ 2 000	\$ 2 000	\$ 27 340	\$ 37 410
TOTAL	\$ 150 000	\$ 47 880	\$ 18 000	\$ 12 000	\$ 30 600	\$ 6 000	\$ 19 500	\$ 19 500	\$ 303 480	\$ 200 020

FINANCIAL PROJECTIONS OF THE 4CE - YEAR 2

Month	Membership							Total Revenue	<div>Year2: >Revenue: No grants but +AGLC casino</div> <div>>Expenses: Increasing (staff; mortgage payments; Tax; Utilities; Maintenanc; Insurance, Marketing and Program costs.)</div> <div>+ \$156,340</div>		
	Rentals	Fees	Grants	AGLC	Sponsorships	Donations					
January	\$ 10 000	\$ 2 000	\$ -	\$ 5 500	\$ 2 000	\$ 1 000	\$ 20 500				
February	\$ 12 000	\$ 2 500	\$ -	\$ 5 500	\$ 2 500	\$ 1 250	\$ 23 750				
March	\$ 15 000	\$ 3 000	\$ -	\$ 5 500	\$ 3 000	\$ 1 500	\$ 28 000				
April	\$ 18 000	\$ 3 500	\$ -	\$ 5 500	\$ 3 500	\$ 1 750	\$ 32 250				
May	\$ 24 000	\$ 4 000	\$ -	\$ 5 500	\$ 4 000	\$ 2 000	\$ 39 500				
June	\$ 26 000	\$ 4 500	\$ -	\$ 5 500	\$ 4 500	\$ 2 250	\$ 42 750				
July	\$ 28 000	\$ 5 000	\$ -	\$ 5 500	\$ 5 000	\$ 2 500	\$ 46 000				
August	\$ 30 000	\$ 5 500	\$ -	\$ 5 500	\$ 5 500	\$ 2 750	\$ 49 250				
September	\$ 30 000	\$ 6 000	\$ -	\$ 5 500	\$ 6 000	\$ 3 000	\$ 50 500				
October	\$ 32 000	\$ 6 500	\$ -	\$ 5 500	\$ 6 500	\$ 3 250	\$ 53 750				
November	\$ 35 000	\$ 7 000	\$ -	\$ 5 500	\$ 7 000	\$ 3 500	\$ 58 000				
December	\$ 40 000	\$ 8 000	\$ -	\$ 5 500	\$ 8 000	\$ 3 750	\$ 65 250				
TOTAL	300000	\$ 57 500	0	66000	57500	28500	\$ 509 500				

Month	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Program Costs	Total Expenses	Net Cash Flow
January	\$ 14 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 200	\$ 650	\$ 1 500	\$ 1 500	\$ 27 380	\$ (6 880)
February	\$ 14 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 300	\$ 650	\$ 1 500	\$ 1 500	\$ 27 480	\$ (3 730)
March	\$ 14 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 400	\$ 650	\$ 1 500	\$ 1 500	\$ 27 580	\$ 420
April	\$ 14 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 500	\$ 650	\$ 1 750	\$ 1 750	\$ 28 680	\$ 3 570
May	\$ 14 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 600	\$ 650	\$ 1 750	\$ 1 750	\$ 28 780	\$ 10 720
June	\$ 14 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 700	\$ 650	\$ 1 750	\$ 1 750	\$ 28 880	\$ 13 870
July	\$ 15 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 800	\$ 650	\$ 2 000	\$ 2 000	\$ 29 980	\$ 16 020
August	\$ 15 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 2 900	\$ 650	\$ 2 000	\$ 2 000	\$ 30 080	\$ 19 170
September	\$ 15 250	\$ 4 500	\$ 1 530	\$ 1 250	\$ 3 000	\$ 650	\$ 2 000	\$ 2 000	\$ 30 180	\$ 20 320
October	\$ 15 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 3 100	\$ 650	\$ 2 250	\$ 2 250	\$ 31 280	\$ 22 470
November	\$ 15 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 3 200	\$ 650	\$ 2 250	\$ 2 250	\$ 31 380	\$ 26 620
December	\$ 15 750	\$ 4 500	\$ 1 530	\$ 1 250	\$ 3 300	\$ 650	\$ 2 250	\$ 2 250	\$ 31 480	\$ 33 770
TOTAL	\$ 180 000	\$ 54 000	\$ 18 360	\$ 15 000	\$ 33 000	\$ 7 800	\$ 22 500	\$ 22 500	\$ 353 160	\$ 156 340

FINANCIAL PROJECTIONS OF THE 4CE - YEAR 3

	Membership							Total	Year3: >Revenue: No grants, No AGLC casino >Expenses: Increasing (Staff; Tax; Utilities; Maintenanc; Insurance, Marketing and Program costs.) + \$51,940		
Month	Rentals	Fees	Grants	AGLC	Sponsorships	Donations	Revenue				
January	\$ 10 000	\$ 2 000	\$ -	\$ -	\$ 2 000	\$ 1 000	\$ 15 000				
February	\$ 12 000	\$ 2 500	\$ -	\$ -	\$ 2 500	\$ 1 250	\$ 18 250				
March	\$ 15 000	\$ 3 000	\$ -	\$ -	\$ 3 000	\$ 1 500	\$ 22 500				
April	\$ 18 000	\$ 3 500	\$ -	\$ -	\$ 3 500	\$ 1 750	\$ 26 750				
May	\$ 24 000	\$ 4 000	\$ -	\$ -	\$ 4 000	\$ 2 000	\$ 34 000				
June	\$ 26 000	\$ 4 500	\$ -	\$ -	\$ 4 500	\$ 2 250	\$ 37 250				
July	\$ 28 000	\$ 5 000	\$ -	\$ -	\$ 5 000	\$ 2 500	\$ 40 500				
August	\$ 30 000	\$ 5 500	\$ -	\$ -	\$ 5 500	\$ 2 750	\$ 43 750				
September	\$ 30 000	\$ 6 000	\$ -	\$ -	\$ 6 000	\$ 3 000	\$ 45 000				
October	\$ 32 000	\$ 6 500	\$ -	\$ -	\$ 6 500	\$ 3 250	\$ 48 250				
November	\$ 35 000	\$ 7 000	\$ -	\$ -	\$ 7 000	\$ 3 500	\$ 52 500				
December	\$ 40 000	\$ 8 000	\$ -	\$ -	\$ 8 000	\$ 3 750	\$ 59 750				
TOTAL	300000	\$ 57 500	0	0	57500	28500	\$ 443 500				
Month	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Program Costs	Total Expenses	Net Cash Flow	
January	\$ 16 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 400	\$ 700	\$ 1 600	\$ 1 600	\$ 30 580	\$ (15 580)	
February	\$ 16 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 500	\$ 700	\$ 1 600	\$ 1 600	\$ 30 680	\$ (12 430)	
March	\$ 16 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 600	\$ 700	\$ 1 600	\$ 1 600	\$ 30 780	\$ (8 280)	
April	\$ 17 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 700	\$ 700	\$ 1 850	\$ 1 850	\$ 31 880	\$ (5 130)	
May	\$ 17 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 800	\$ 700	\$ 1 850	\$ 1 850	\$ 31 980	\$ 2 020	
June	\$ 17 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 2 900	\$ 700	\$ 1 850	\$ 1 850	\$ 32 080	\$ 5 170	
July	\$ 17 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 000	\$ 700	\$ 2 100	\$ 2 100	\$ 33 180	\$ 7 320	
August	\$ 17 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 100	\$ 700	\$ 2 100	\$ 2 100	\$ 33 280	\$ 10 470	
September	\$ 17 750	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 200	\$ 700	\$ 2 100	\$ 2 100	\$ 33 380	\$ 11 620	
October	\$ 18 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 300	\$ 700	\$ 2 350	\$ 2 350	\$ 34 480	\$ 13 770	
November	\$ 18 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 400	\$ 700	\$ 2 350	\$ 2 350	\$ 34 580	\$ 17 920	
December	\$ 18 250	\$ 4 500	\$ 1 530	\$ 1 500	\$ 3 500	\$ 700	\$ 2 350	\$ 2 350	\$ 34 680	\$ 25 070	
TOTAL	\$ 210 000	\$ 54 000	\$ 18 360	\$ 18 000	\$ 35 400	\$ 8 400	\$ 23 700	\$ 23 700	\$ 391 560	\$ 51 940	

FINANCIAL PROJECTIONS OF THE 4CE - YEAR 4

Month	Membership							Total Revenue	Year4: >Revenue: No grants, No AGLC casino >Expenses: Increasing (Staff; Tax) + \$15,580		
	Rentals	Fees	Grants	AGLC	Sponsorships	Donations					
January	\$ 10 000	\$ 2 000	\$ -	\$ -	\$ 2 000	\$ 1 000	\$ 15 000				
February	\$ 12 000	\$ 2 500	\$ -	\$ -	\$ 2 500	\$ 1 250	\$ 18 250				
March	\$ 15 000	\$ 3 000	\$ -	\$ -	\$ 3 000	\$ 1 500	\$ 22 500				
April	\$ 18 000	\$ 3 500	\$ -	\$ -	\$ 3 500	\$ 1 750	\$ 26 750				
May	\$ 24 000	\$ 4 000	\$ -	\$ -	\$ 4 000	\$ 2 000	\$ 34 000				
June	\$ 26 000	\$ 4 500	\$ -	\$ -	\$ 4 500	\$ 2 250	\$ 37 250				
July	\$ 28 000	\$ 5 000	\$ -	\$ -	\$ 5 000	\$ 2 500	\$ 40 500				
August	\$ 30 000	\$ 5 500	\$ -	\$ -	\$ 5 500	\$ 2 750	\$ 43 750				
September	\$ 30 000	\$ 6 000	\$ -	\$ -	\$ 6 000	\$ 3 000	\$ 45 000				
October	\$ 32 000	\$ 6 500	\$ -	\$ -	\$ 6 500	\$ 3 250	\$ 48 250				
November	\$ 35 000	\$ 7 000	\$ -	\$ -	\$ 7 000	\$ 3 500	\$ 52 500				
December	\$ 40 000	\$ 8 000	\$ -	\$ -	\$ 8 000	\$ 3 750	\$ 59 750				
TOTAL	300000	\$ 57 500	0	0	57500	28500	\$ 443 500				
Month	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Program Costs	Total Expenses	Net Cash Flow	
January	\$ 19 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 400	\$ 700	\$ 1 600	\$ 1 600	\$ 33 110	\$ (18 110)	
February	\$ 19 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 500	\$ 700	\$ 1 600	\$ 1 600	\$ 33 210	\$ (14 960)	
March	\$ 19 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 600	\$ 700	\$ 1 600	\$ 1 600	\$ 33 310	\$ (10 810)	
April	\$ 19 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 700	\$ 700	\$ 1 850	\$ 1 850	\$ 34 410	\$ (7 660)	
May	\$ 19 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 800	\$ 700	\$ 1 850	\$ 1 850	\$ 34 510	\$ (510)	
June	\$ 19 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 2 900	\$ 700	\$ 1 850	\$ 1 850	\$ 34 610	\$ 2 640	
July	\$ 20 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 000	\$ 700	\$ 2 100	\$ 2 100	\$ 35 710	\$ 4 790	
August	\$ 20 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 100	\$ 700	\$ 2 100	\$ 2 100	\$ 35 810	\$ 7 940	
September	\$ 20 250	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 200	\$ 700	\$ 2 100	\$ 2 100	\$ 35 910	\$ 9 090	
October	\$ 22 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 300	\$ 700	\$ 2 350	\$ 2 350	\$ 39 010	\$ 9 240	
November	\$ 22 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 400	\$ 700	\$ 2 350	\$ 2 350	\$ 39 110	\$ 13 390	
December	\$ 22 750	\$ 4 500	\$ 1 560	\$ 1 500	\$ 3 500	\$ 700	\$ 2 350	\$ 2 350	\$ 39 210	\$ 20 540	
TOTAL	\$ 246 000	\$ 54 000	\$ 18 720	\$ 18 000	\$ 35 400	\$ 8 400	\$ 23 700	\$ 23 700	\$ 427 920	\$ 15 580	

FINANCIAL PROJECTIONS OF THE 4CE - YEAR 5

	Membership							Total	<div>Year5:</div> <div>>Revenue: + Grants +AGLC casino</div> <div>>Expenses: Increasing (Staff salaries; Insurance)</div> <div>+ \$147,180</div>		
Month	Rentals	Fees	Grants	AGLC	Sponsorships	Donations	Revenue				
January	\$ 12 000	\$ 2 200	\$ 4 000	\$ 6 600	\$ 2 000	\$ 1 000	\$ 27 800				
February	\$ 14 000	\$ 2 700	\$ 4 000	\$ 6 600	\$ 2 500	\$ 1 250	\$ 31 050				
March	\$ 17 000	\$ 3 100	\$ 4 000	\$ 6 600	\$ 3 000	\$ 1 500	\$ 35 200				
April	\$ 20 000	\$ 3 600	\$ 4 000	\$ 6 600	\$ 3 500	\$ 1 750	\$ 39 450				
May	\$ 22 000	\$ 4 100	\$ 4 000	\$ 6 600	\$ 4 000	\$ 2 000	\$ 42 700				
June	\$ 26 000	\$ 4 600	\$ 4 000	\$ 6 600	\$ 4 500	\$ 2 250	\$ 47 950				
July	\$ 28 000	\$ 5 100	\$ 4 000	\$ 6 600	\$ 5 000	\$ 2 500	\$ 51 200				
August	\$ 30 000	\$ 5 500	\$ 4 000	\$ 6 600	\$ 5 500	\$ 2 750	\$ 54 350				
September	\$ 30 000	\$ 6 100	\$ 4 000	\$ 6 600	\$ 6 000	\$ 3 000	\$ 55 700				
October	\$ 34 000	\$ 6 500	\$ 4 000	\$ 6 600	\$ 6 500	\$ 3 250	\$ 60 850				
November	\$ 36 000	\$ 7 000	\$ 4 000	\$ 6 600	\$ 7 000	\$ 3 500	\$ 64 100				
December	\$ 41 000	\$ 8 000	\$ 4 000	\$ 6 600	\$ 8 000	\$ 3 750	\$ 71 350				
TOTAL	310000	\$ 58 500	48000	\$ 79 200	57500	28500	\$ 581 700				

Month	Staff Salaries	Mortgage	Tax	Utilities	Maintenance	Insurance	Marketing	Program Costs	Total Expenses	Net Cash Flow
January	\$ 19 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 400	\$ 750	\$ 1 600	\$ 1 600	\$ 33 660	\$ (5 860)
February	\$ 19 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 500	\$ 750	\$ 1 600	\$ 1 600	\$ 33 760	\$ (2 710)
March	\$ 19 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 600	\$ 750	\$ 1 600	\$ 1 600	\$ 33 860	\$ 1 340
April	\$ 20 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 700	\$ 750	\$ 1 850	\$ 1 850	\$ 34 960	\$ 4 490
May	\$ 20 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 800	\$ 750	\$ 1 850	\$ 1 850	\$ 35 060	\$ 7 640
June	\$ 20 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 2 900	\$ 750	\$ 1 850	\$ 1 850	\$ 35 160	\$ 12 790
July	\$ 20 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 000	\$ 750	\$ 2 100	\$ 2 100	\$ 36 260	\$ 14 940
August	\$ 20 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 100	\$ 750	\$ 2 100	\$ 2 100	\$ 36 360	\$ 17 990
September	\$ 20 550	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 200	\$ 750	\$ 2 100	\$ 2 100	\$ 36 460	\$ 19 240
October	\$ 23 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 300	\$ 750	\$ 2 350	\$ 2 350	\$ 39 560	\$ 21 290
November	\$ 23 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 400	\$ 750	\$ 2 350	\$ 2 350	\$ 39 660	\$ 24 440
December	\$ 23 050	\$ 4 500	\$ 1 560	\$ 1 700	\$ 3 500	\$ 750	\$ 2 350	\$ 2 350	\$ 39 760	\$ 31 590
TOTAL	\$ 249 600	\$ 54 000	\$ 18 720	\$ 20 400	\$ 35 400	\$ 9 000	\$ 23 700	\$ 23 700	\$ 434 520	\$ 147 180



PART 4: TECHNICAL APPROACH



PROJECT

The Cameroonian Association (CAE-ACE's) is in the early planning stages for the design and development of a Cultural Centre in Edmonton Alberta, Canada. The building will be a dedicated space to learn and celebrate the Cameroonian people, their diverse heritage, food, dance, language and culture.

The design of a cultural center is a large undertaking and a lot of planning needs to take place before the design of the building can take place. Solis Architecture will facilitate and create the Owner's Project Requirements (O.P.R.) and the Basis of Design (B.O.D.) in consultation with the various Cameroonian Associations and a team of selected professional consultants.

The O.P.R. and B.O.D. will set a strong foundation for the development of the building. These documents will guide the project forward with a fundamental understanding of the vision, values, and cultural heritage that will be embedded in the Cameroonian Cultural Centre, while also addressing the technical and financial requirements.

The completion of the O.P.R. and B.O.D. and the Pre-Design scope of work is anticipated to coincide with the CAE-ACE's AGM in 2025, and kickstart the next phase of the project; The Conceptual Design phase.



TEAMWORK

The proposed team is highly collaborative, and will work with the Cameroonian Associations and the Cameroonian community to flush out the O.P.R. and B.O.D. including the program, size constraints, building systems and building performance requirements.

Solis Architecture will facilitate a series of meetings and workshops to fully understand the vision, the needs, and the wishes of the Cameroonian Association and community. We are here to listen, so we can bring your vision to life.

The team has expertise in collaboration, facilitation, and are part of the design and construction industry. Each consultant has a specific set of skills that are required to design the building, and are harnessed to provide factual and relevant information to put a framework around the building design.

- The Architect is the designer, and coordinating professional. They bring the entire team together, while providing guidance on the code requirements and building envelope systems. This will be your main point of contact.
- The Cultural Heritage Specialist will be instrumental in facilitating the workshops and supporting the architect during the early stages.
- The mechanical consultant will be able to provide advice on different heating and cooling systems that can be used.
- The electrical consultant will be able to provide advise on Power, Lighting and Communication and Security requirements.
- The Structural consultant will be able to provide guidance on cost effective and robust structural systems.
- The Landscape Architect will provide guidance on the exterior playground and landscape.

APPROACH

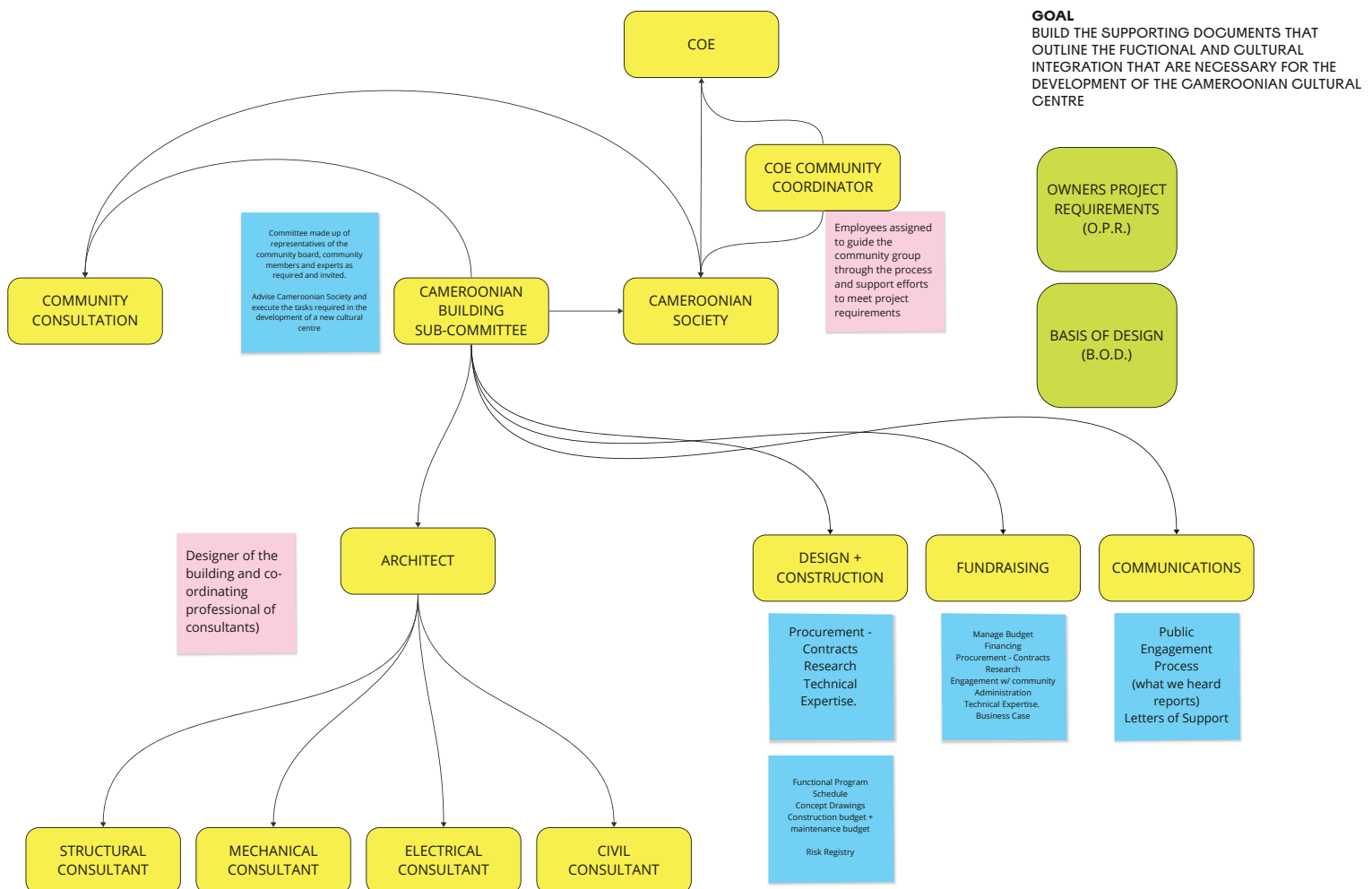
The organizational structure of the team follows a standard hierarchy, to help with the flow of information.

Our approach is different. Each team member works collaboratively to understand the synergies between the various systems, to come up with a design that is holistic, while providing the best value to the client based upon their goals and constraints. We actively listen and take the best idea, regardless of who came up with it. We celebrate the idea, not the person.

This integrated design approach is embedded in our design process and the Cameroonian community will be an integral part of it. The community is an active participant and is brought into the process so everyone's perspective is heard and everyone has a greater understanding of the components. When this is done, there is better buy-in from the community. Decisions can be made in a timely manner, allowing the design to move forward efficiently and effectively.

The team under the direction of Solis Architecture enhance the design process by using an integrated design approach and leverage lean tools to facilitate knowledge based decisions to provide enhanced value to the client. It starts with the O.P.R. and B.O.D. and continues throughout the design.

ORGANIZATION STRUCTURE



Tools & Techniques / WorkSHOPS

Solis Architecture uses workshops to confirm and refine the program, build comradery between team members, and help identify potential risks to the project. These workshops can be virtual or in person depending on the group, and the ability to congregate.

Workshops are typically a half day and provide a backbone to the development of the O.P.R and B.O.D allowing everyone an equal opportunity to provide comments at specific points in the process. The workshops continue through the design and are an asset to bring various viewpoints to light. They are designed to be open, respectful, and collaborative. We have found that the workshops set the tone for collaboration. The initial workshops for the development of the O.P.R. and the B.O.D. will engage the Cameroonian Associations and the Architect. The last workshop will engage the entire team. We have scheduled 5 (five) workshops due to the complexity and number of associations / Groups. The general outline of the workshops are noted below.

- Workshop 1 - Vision, Project Values, Community, Goals, Conditions of Success
- Workshop 2 - Owner & User Requirements. (Program)
- Workshop 3 - Business Expectations, Sustainability, Risks
- Workshop 4 - Community Feedback
- Workshop 5 - Strucutral systems, Mechanical Systems, Electrical systems, New vs. Reno.
- Meetings as required to flush out additional information.

The workshops will happen over a period of 3 weeks to allow time to digest and analysis the information collected.



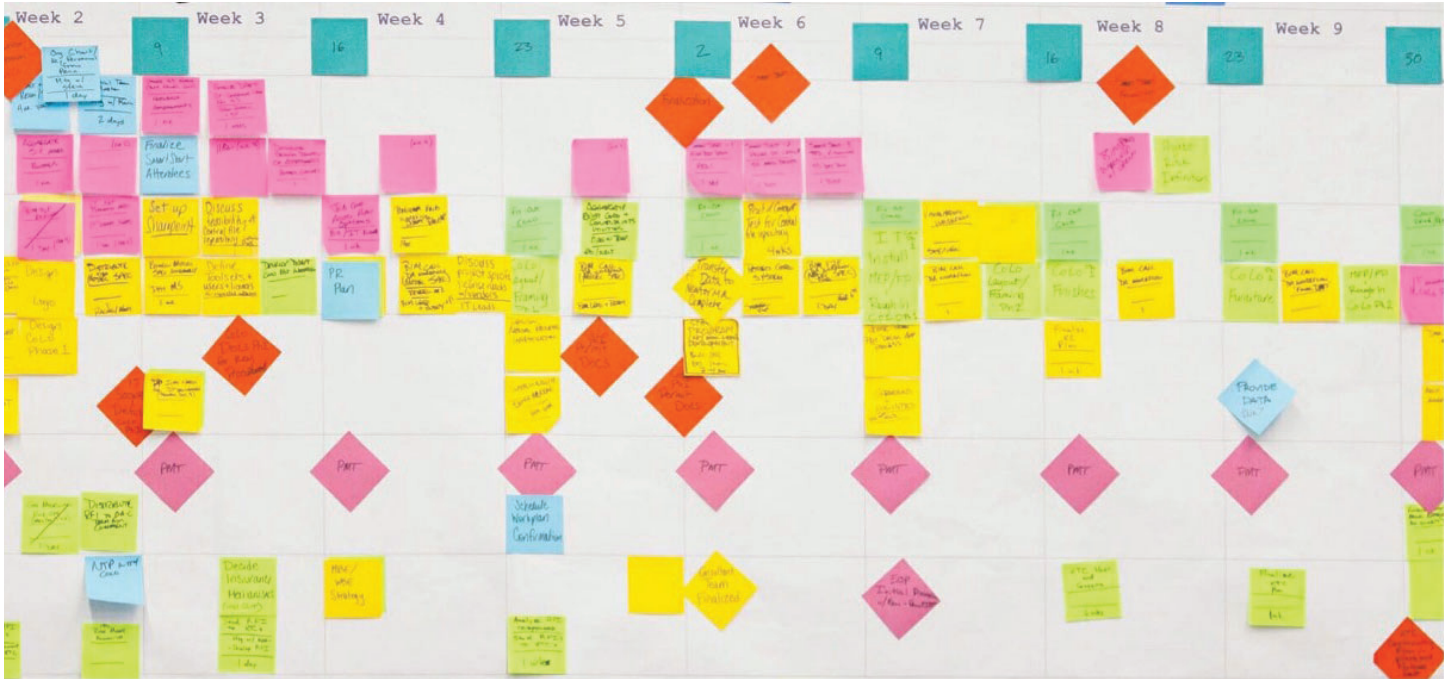
BIM

Spaghetti Diagram

Our team utilizes advanced 3D software, during the design which includes building information modeling (BIM) with a specific program called Revit. Revit is a powerful tool that helps the client visualize the building before it's built. The program can be used by all consultants at the same time which help co-ordinate all disciplines, and can be used by the contractor to help in fabrication. This technology provides a better understanding of the design as a whole. This increases the efficiency of the project delivery schedule and helps to reduce design changes in future phases.

Pull Planning

The consultant team uses a method called pull planning to establish and confirm the schedule. In a pull plan all team members work collaboratively to generate the schedule starting at the finished product and working backwards to the initial task. Each task is tied to a previous task with information required to start the task. The schedule is maintained because the entire team works together to make the schedule and is held accountable to the schedule. The pull plan highlights critical path items which may not have been considered critical in a traditional design process. When the critical path items are identified it becomes easier to create solutions and methods to contain any risk.



Pull Plan Diagram

RISK REGISTRY

Solis Architecture uses a risk registry to identify and manage risk. Any unknown items that affect cost and schedule is considered a risk and is documented. The best team member capable of assessing and containing the risk is assigned responsibility until the issue is solved. All items are tracked and kept in a log, so if questions arise about why a decision was made, they can check the log to understand the basis for the decision. This prevents running around in circles and second guessing past decisions which cost time, and money. The registry is maintained and updated at each meeting so all critical items are dealt with in a timely manner.

CHALLENGES

Working with a large community with various associations can be challenging to make sure the everyone is heard. This is why Solis Architecture has brought Sam Oboh to the team to help with the cultural sensitivity and help work through these challenging issues.

As a team we are confident that we can bring people together to celebrate the Cameroonian culture

For a project like this it's important to understand the time frames so we can manage the expectations and deliver on the results. This proposal is to create the O.P.R. and B.O.D., within the greater context of the design of the building.

From start to finish the project will take approximately three (3+) years to complete if there are no setbacks, or roadblocks. The timeline will be dependent on adequate funding for the design.

A typical delay in the schedule we find is the ability for the community to raise adequate funds to build the project. This is why we have fundraising goals and targets set in the preparation stage, but after the O.P.R. and B.O.D., because there is not enough information to start the fundraising prior to understanding the design. This can lead to confusion within the community, which can be challenging to deal with.

2024

2025

2024

Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep

2025

**MAY 18th, 2025
ONE YEAR UPDATE!!!**

PREPARATION

EVALUATION

OWNERS PROJECT REQUIREMENTS

BASIS OF DESIGN

COMMUNITY CONSULTATION & ENGAGEMENT

BUDGET CONFIRMATION

GRANT RESEARCH

COMMUNITY CONSULTATION

FUNDRAISING GOALS AND TARGETS

DISCUSSIONS WITH MUNICIPAL GOVERNMENT

DISCUSSIONS WITH FEDERAL AND PROVINCIAL GOVERNMENT

RFP FOR PRIME CONSULTANT

RFP FOR PROJECT MANAGER

COMMUNITY CONSULTATION

PROGRAM

A proper program is essential to the delivery of a great project. The program provides area requirements, potential adjacencies, and required equipment. Solis Architecture has years of experience reviewing and creating programs for clients. Solis Architecture has found that the setting up the program and program requirements at the start is essential to controlling the flow of design, cost, and early selection of specific mechanical and electrical system sizes.

As part of the development of the O.P.R. and B.O.D. we will create the program to address the needs and wishes of the Cameroonian Association.



GENERAL BUDGET

The potential costs can vary greatly depending on site conditions, program requirements, building systems and construction type (steel, wood, concrete, etc). At this time we do not have a defined budget, or a program and can not confirm if the budget is reasonable for the scope of work and level of finishes. Clarity of potential costs will be provided as part of the O.P.R. and B.O.D.

In 2024, we are in a post Covid world where the cost of construction has escalated quickly over the past 5 years. Current construction costs for community type spaces area are around \$5-600.00sq.ft., however that does not include any project variables which can increase the cost by 10-20%. A highly sustainable building meeting the targets of net-zero is currently starting at around \$700.00 a sq.ft.

Our consultant team will work with the Cameroonian Association to provide a better understanding of the true cost of the building and where the best value can be applied as part of the O.P.R. and B.O.D.

Below is an example for the costs based on a 20,000sq.ft. building.

Building Type	SQ.FT cost	Building Area sq.ft.	Variable	Total
Cultural Centre	\$500.00	20,000	20%	\$12.0mil
Cultural Centre (Sustainable)	\$700.00	20,000	20%	\$16.8mil

The budget does not include professional fees (soft costs) or the cost of the land.